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TITLE: Technical Assistance and Program Support: DoD Historical  
Black Colleges and Universities and Minority Institutions  
Program

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**DEPARTMENT OF DEFENSE  
INFRASTRUCTURE DEVELOPMENT ASSISTANCE PROGRAM (IDAP)  
FINAL REPORT**

**INTRODUCTION**

On behalf of the Department of Defense's effort to increase the participation of Historically Black Colleges and Universities (HBCUs), Hispanic Serving Institutions (HSIs), American Indian Tribal Colleges and Universities (TCUs) and Minority Institutions (MIs), the United Negro College Fund Special Programs developed and implemented a comprehensive technical assistance and infrastructure program. This program has provided HBCUs, HSIs, TCUs, and MIs the opportunity to strengthen the capabilities of their institutions and to participate in DoD initiatives, educational programs, research and development efforts, and other contract/grant opportunities. The activities carried out by IDAP during the period May 1, 1998 through April 30, 2003, are in accordance with the terms and conditions of Cooperative Agreement DAMD17-98-2-8012. IDAP has been successful in providing support through conferences, workshops, coordination of the surplus property programs, newsletters, and the IDAP website.

## **BODY**

Under the auspices of the Department of Defense Cooperative Agreement DAMD17-98-2-8012, the Infrastructure Development Assistance Program (IDAP) was conducted from the period May 1, 1998 through April 30, 2003. During this period, the IDAP supported all minority institutions recognized by the Department of Education to include Historically Black Colleges and Universities (HBCUs), Hispanic-Serving Institutions (HSIs), American Indian Tribal Colleges and Universities (TCUs), and Minority Institutions (MIs). In order to effectively provide technical assistance to all institutions recognized by the Department of Education on its minority institutions' list, IDAP enlisted the services of the following umbrella organizations:

- **National Association for Equal Opportunity in Higher Education (NAFEO)**
- **Hispanic Association of Colleges and Universities (HACU)**
- **American Indian Higher Education Consortium (AIHEC)**

These educational organizations are stakeholders in the success and their constituency, and play vital roles in enhancing federal regulations, strengthening private and public sector relations, and addressing legal issues. The following organizational profiles address the mission and objectives of NAFEO, HACU and AIHEC and the relevance of the participation of these organizations.

**The National Association for Equal Opportunity in Higher Education (NAFEO)** represents the Historically Black Colleges and Universities (HBCUs) of this nation. There are 118 NAFEO institutions, consisting of public and private institutions, two-year and four-year institutions, as well as graduate and professional schools. These institutions are located in fourteen Southern states, six Northern states, three Midwestern states, one Western state, the District of Columbia and the Virgin Island.

NAFEO institutions enroll approximately 370,000 students and graduate approximately one-third of all Black students annually with undergraduate, graduate and professional degrees. Since 1966, these institutions have awarded approximately half a million undergraduate, graduate and professional degrees. They are the providers of equal educational opportunity with attainment and productivity for thousands of students.

NAFEO played the following significant role in the Department of Defense Infrastructure Development Assistance Program (DoD/IDAP):

- Served as the primary focal point for the Federal/DoD Donated Property Program and provide direct technical assistance to the nation's HBCUs/MIs that are identified on the Department of Education's annual listing of HBCUs/MIs;

- Held responsibility for conducting excess and donated property searches to fulfill the property requirements for HBCUs/MIs;
- Facilitated the actual reutilization, transfer, and donation of excess Federal/DoD property in accordance with existing negotiated agreement with the Defense Reutilization and Marketing Services;
- Held responsibility for coordinating with the General Services Administration (GSA), other Federal and State Agencies, and HBCUs/MIs, and ensuring that adequate operational procedures for the Donated Property Program were developed, published, disseminated, and utilized to accommodate the valid transfer and usage of properties; and,
- Assisted in coordinating NAFEO presentations, and the participation of NAFEO member institutions for all annual conferences conducted in support of DoD's Technical Assistance Program for HBCUs/MIs.

**The American Indian Higher Education Consortium (AIHEC)** is a uniquely American Indian organization founded in 1972 by the presidents of the nation's first six Tribal Colleges. AIHEC represents 31 colleges in the United States and one institution in Canada. Unlike most professional associations, each member institution governs it jointly.

AIHEC's mission is to support the work of these colleges and the national movement for tribal self-determination. Its mission statement, adopted in 1973, identifies four objectives: maintain commonly held standards of quality in American Indian education; support the development of new tribally controlled colleges; promote and assist in the development of legislation to support American Indian higher education; and, encourage greater participation by American Indians in the development of higher education policy.

AIHEC works to preserve and increase funding through the Tribally Controlled College or University Assistance Act and other relevant legislation, and to find new sources of funding throughout the federal government. Unlike public colleges and universities, Tribal Colleges are located on federal trust territories and receive little or no funding from states or local governments. Instead, the Tribal Colleges' special relationship with the federal government and the financial support it provides continue to be essential for their survival. Over the next several years, Tribal Colleges are expected to continue to experience a surge in enrollment growth. If they are to increase or even maintain their current levels of support to American Indian students and their communities, the Tribal Colleges must obtain enough additional resources to offset these projected increases. They cannot continue to be successful if their core operations are not more fully supported.

The signing of an Executive Order on Tribal Colleges and Universities (No. 13201) stands out as AIHEC's most important legislative success this decade. This document, issued by President Clinton on October 19, 1996, reaffirms the important role Tribal Colleges play in reservation development by directing all federal departments and agencies to increase their support to the

colleges. The Executive Order, first discussed by Tribal College presidents nearly 20 years ago, was the result of more than three years of intensive work by college presidents and AIHEC staff.

The executive order is an important reminder that Tribal Colleges are constituents of the entire federal government. In this way, the executive order makes the education of American Indians part of a larger national mandate, one that all leaders and policymakers have a responsibility to fulfill. Toward this end, President Clinton directed all agencies to prepare strategic plans and issue annual reports on the progress made, and created a White House Office to monitor that progress. To oversee this work, an independent board of advisors has been appointed by the President.

AIHEC's significant role in the DoD/IDAP program included providing the following services:

- Served as the primary focal point for providing technical assistance to the nation's American Indian Tribal Colleges and Universities (TCUs);
- Held responsibility for coordinating with TCUs to determine technical assistance requirements, identify competitive contract/grant and other educational program opportunities throughout the Department of Defense, and assisting with providing instructions in the areas of proposal development/writing and project administration;
- Provided a better understanding of the mission, programs, and contract and grant procedures of DoD to increase the number and the competitiveness of TCU proposals in response to DoD initiatives and programs by assisting in developing their ability and expertise to better identify and participate in DoD grant and contract opportunities;
- Held responsibility for gathering, coordinating, and disseminating DoD and other federal agency information to its member institutions;
- Assisted in coordinating requirements, including AIHEC presentations and the involvement of AIHEC member institutions for all annual conferences and/or regional workshops conducted to support the DoD/IDAP; and,
- Held responsibility for assisting in the coordination of workshops, conferences, meetings, and for consolidating and editing quarterly activity reports and newsletters in support of DoD/IDAP.

### **Hispanic Association of Colleges and Universities (HACU)**

HACU originated in the 1986 when a small group of educators banded together to discuss funding opportunities for their institutions of higher education which served a large number of Hispanics. Through this collaboration, these institutions discovered that there was a need to form association to address common issues that when beyond funding.

From a modest start with 18 institutions in 1987, HACU has grown to a membership of 179 institutions (108 HSIs, 62 Associate Members, 9 International Members) located in 14 states,

Puerto Rico and six counties. As a national association representing Hispanic-Serving Institutions (HSIs), HACU's work is to promote nonprofit, accredited colleges and universities where Hispanics constitute a minimum of 25 percent of the enrollment at either the graduate or undergraduate level, in accordance with the 1992 Re-authorization of the Higher Education Act. For the first time, this Act formally recognized HSIs, and HSIs now qualify to apply for special grants and related assistance to improve and expand their capacity to serve Hispanics and other students.

An Associate Member category was created to serve the many institutions that enroll a large number of Hispanic students but do not meet the 25 percent figure that designates them as HSIs.

In 1966, an International Membership was introduced to strengthen relationships with higher educational institutions across international boundaries with HSIs in the United States and Puerto Rico. International members have an opportunity to collaborate on an array of projects with their counterparts in the U.S., including curriculum development, joint faculty and research projects and faculty exchange programs.

HACU works with its partners in business, government and industry to accomplish its mission. The government board meets three times a year and the Association convenes two meetings a year: a legislative forum held in Washington, D.C. in the spring and an annual conference held in the fall. The Association also administers a national internship program for Hispanic students interested in careers with the federal government. In addition, HACU develops educational pilot programs to successfully help transition Hispanics along the educational pipeline. The Association, including a monthly newsletter, *The Voice of Hispanic Higher Education*, an annual report, and various research-related publications, and other multimedia products, produces publications periodically. *The Voice of Hispanic Higher Education* reaches an audience of 10,000 across the country and offers opportunities for corporate recruiters and personnel directors at educational institutions to advertise position announcements. Individuals interested in Hispanic higher education issues can also subscribe to the newsletter.

HACU's significant role in the DoD/IDAP Program included providing the following services:

- Served as the primary focal point for providing technical assistance to the nation's Hispanic-Serving Institutions (HSIs) of higher education;
- Coordinated with HSIs to determine technical assistance requirements, identifying competitive contract/grant and other educational program opportunities through the Department of Defense, and assisted with providing instructions in proposal development/writing and project administration;
- Provided a better understanding of the mission, programs, and contract and grant procedures of DoD to increase the number and the competitiveness of HSIs proposals in response to DoD initiatives and programs by assisting in developing their ability and expertise to better identify and participate in DoD grant and contract opportunities;
- Held responsibility for gathering, coordinating, and disseminating DoD and other federal agency information to its member institutions;



- Assisted in the coordination of workshops, conferences, meetings and consolidating/editing quarterly activity reports and newsletters in support of DoD's Technical Assistance Program for HBCUs/MIs.

Through a comprehensive technical assistance program developed by the United Negro College Fund Special Programs Corporation, the primary components of the DoD/IDAP program were annual conferences, regional workshops, coordination of the Surplus Property Program, quarterly newsletters, and the development and maintenance of a the DoD/IDAP website.

### **Technical Assistance Conferences**

Over the five-year period, ten conferences were held with an average of 250 participants attending each conference. Each conference was publicized by mailings to approximately 1,800 mailings to HBCUs, HSIs and TCUs across the country. These invitations were sent to at least three offices on each campus (President's Office, Academic Affairs, Department Chairs, Sponsored Programs Personnel and/or Study Aboard Offices) and to contractors and businesses. Also, RAMS, Inc. announced the conferences over its Federal Opportunity Alert (FOA) system to over 3000 faculty members registered with this service.

Packets of conference information were distributed to conference participants. The packets included a conference registration form, an exhibitor registration form, a hotel information data sheet, registration information, and the point of contact at IDAP. Upon receipt of faxed registrations forms, IDAP staff followed up with registration confirmations and other specifics regarding the conferences.

The conferences provided for an opportunity to network and to gain valuable technical assistance in the following areas:

- Electronic Commerce/Electronic Commerce Resource Centers
- Procurement Technical Assistance Centers
- Science, Mathematics and Engineering Programs and Research
- Medical and Biomedical Research
- Broad Agency Announcements (BAAs) and Request for Proposals (RFPs)
- National Security Education Program (NSEP)
- Faculty and Student Development Programs
- Donated and Surplus Government Property
- Availability of DoD Unclassified Technical Information

- Other DoD Opportunities (Including SBIR/STTR)

As many as 230 institutions consisting of 107 HBCUs, 39 UNCF schools, 12 HIS, 7 TCUs, 23 organizations and private companies, and 48 DoD officials have attended a single conference.

### **Regional Workshops**

During a given contract year, IDAP conducted nine to eighteen regional workshops in the areas of:

- Developing Winning Proposals
- Electronic Research Administration
- Fundamentals of Sponsored Project Administration
- National Security Education Program
- Marketing and Proposal Development

Over the five-year period, IDAP conducted eleven (11) Developing Winning Proposals Workshops; eighteen (18) Electronic Research Administration Workshops; sixteen (16) Fundamentals of Sponsored Project Administration Workshops; twenty-one (21) National Security Education Program Workshops; and, four (4) One-on-One Technical Assistance Workshops. The attendance for an individual workshop ranged from nine (9) participants to as many 74 participants.

**Developing Winning Proposals** (formerly covered under Fundamentals of Sponsored Project Administration) focuses on the key elements of writing a successful proposal in response to competitive opportunities offered under Broad Agency Announcements (BAAs) and Request for Proposals (RFPs). IDAP conducted a total of eleven (11) Developing Winning Proposals workshops.

These workshops were one day in duration and the number of individuals attending per workshop ranged from 23 to 46 persons.

**Electronic Research Administration**, which was led by ScienceWise, Inc., and RAMS, Inc. is designed for both new and seasoned faculty, administrators, and operational personnel to assess the business issues, technical requirements, implementation mechanisms and overall impact of electronic research administration (ERA) at an institution. As a result of the ERA workshops, participants are able to distinguish the technical applications and systems support ERA and electronic commerce in higher education; identify federal ERA initiatives in pre- and post-award administration; specify the applications and uses of electronic standards in sponsored programs, finance and other administrative units; and, identify strategies and use planning tools to evaluate ERA implementation. IDAP conducted eighteen (18) Electronic Research Administration Workshops.

These workshops were one day in duration and the number of participants per workshop ranged from 17 to 45 persons.

**Fundamentals of Sponsored Project Administration** led by the National Council of University Research Administrators (NCURA) targets new and seasoned individuals involved in grants and contract administration who are faced with the multitude of challenges—requirements and regulations, faculty assistance, resource information gathering, negotiation, reporting and many other tasks. The workshop provides an overview on all aspects of award administration including preparation and internal review of the proposal; negotiation and acceptance of an award; financial and administrative management, closeout and audit. Both the financial and non-financial administrator are presented a comprehensive overview of this complex and constantly changing administrative environment. During the five-year period of the cooperative agreement, IDAP conducted thirteen (13) Fundamentals of Sponsored Project Administration Workshops.

These workshops were two days in duration, and the number of persons participating in a single workshop ranged from 13 to 28 participants.

**National Security Education Program** is a program for undergraduate and graduate students to compete for awards to study abroad. Also, the program offers a competition for institutional grants. Because awards are often made during the month of February, IDAP sponsored four workshops between October and January to increase minority institutional participation among HBCUs, HSIs and TCUs. A total of twenty-one (21) National Security Education Program Workshops were conducted during the five-year period.

**Marketing and Proposal Development Workshop** is a one-day training session designed to assist an institution with increasing its share of DoD contracts. The session consists of an interactive course and guided discussions. Interactive teaching improves retention of material, provides hands-on experience, increases student interest and elicits student satisfaction. Two instructors were provided, allowing the students to simulate interactions with government contracting officers while also receiving coaching on their technique and approach. Guided discussions were interactive sessions focused on helping the institutions to determine their potential markets as well as their strengths and weaknesses as competitors. The guided discussions are also the initial step in assisting the institution with the development of a marketing process. The course is approximately one-half day and covers government marketing and proposal development. Marketing and Proposal Development Workshops were conducted at January 21, 2003 at Huston-Tillotson College, Austin, Texas; March 11, 2003 at New Mexico Highlands University, Albuquerque, New Mexico; March 14, 2003 at Barry University, Miami Shores, Florida; and, March 28, 2003 at Clark Atlanta University, Atlanta, Georgia.

In regards to the conferences and workshops conducted by IDAP during the May 1, 1998 through April 30, 2003, the following bibliographies are appended hereto:

**Appendix A:** Conferences and Workshops, is provided in Appendix A to this report.

**Appendix B:** Participating Colleges and Universities

**Appendix C:** Conference and Workshop Facilitators

## **Appendix D: Participating DoD and Other Government Officials**

### **Surplus Property Program**

The NAFEO Surplus Property Program, in collaboration with the Department of Defense and UNCFSP provided assistance to institutions that were interested in receiving federal surplus property. Eligible institutions included Accredited Minority Post-Secondary Institutions.

NAFEO is currently recognized as a “donee” sponsored by the Maryland State Agency for Surplus Property (MDSASP). The Service Educational Activity (SEA) status allows NAFEO membership to screen at Department of Defense facilities during the donation cycle. NAFEO provides a letter of authorization to donee screeners to use, along with the photo identification to obtain DoD Federal Personal Surplus Property. Through the sponsorship of MDSASP, NAFEO is authorized to electronically screen for requested items on the General Services Administration (GSA) FEDS system.

Educational institutions have received donated and surplus property such as CPUs, monitors, keyboards, mouse accessories. Alabama A&M University received a helicopter from the Department of the Army for their aeronautic program.

During the period May 1, 1998 through April 30, 2003, 47 institutions received donated and surplus property valued at \$9,041,973.

### **DoD/IDAP Website**

UNCFSP maintained and monitored the website for the DoD Office of Small and Disadvantaged Business Utilization and developed, maintained and monitored the website for UNCFSP/IDAP. The DoD site provides information and links for the department's HBCU/MI Technical Assistance Program and can be accessed at [www.acq.osd.mil/sadbu/hbcumi](http://www.acq.osd.mil/sadbu/hbcumi). This site is also linked to the IDAP website at [www.uncfsp.org/idap](http://www.uncfsp.org/idap).

The site introduces new technologies and databases to the IDAP homepage with capabilities such as an Internet search engine that searches for federal grants and contract opportunities; event schedules and online registration; as well as information and direct links for various DoD activities, regulations and announcements. Also, the site was used to introduce conference and workshop participants to the advantages of using on-line capabilities to research opportunities, download presentations and link to the various DoD and federal sites.

### **Newsletters**

UNCFSP developed a quarterly newsletter to disseminate information regarding the DoD/IDAP such as a schedule of upcoming conferences and workshops. Additionally, the newsletter was used to report on the results of conferences and workshop and to provide institutions with relevant information regarding upcoming DoD procurement opportunities. A copy of the newsletter is provided as **Appendix F** to this report.

### **Promotional Materials**

Various materials were used to promote the DoD/IDAP program such as brochures, planners with calculators, portfolios, brief cases, etc.

### **Program Management**

The UNCFSP DoD/IDAP program was under the oversight of Mr. Aaron Andrews, Principal Investigator and Vice President/COO of UNCFSP, with the day-to-day management of the program by Mr. Gilbert Knowles, Project Director. A bibliography of personnel, consultants and subcontractors who participated in the execution of this successful program is provided as **Appendix G** to this report.

## CONCLUSIONS

The United College Fund Special Programs Corporation (UNCFSP) has implemented a successful program on behalf of the Department of Defense in accordance with the terms and conditions of Cooperative Agreement DAMD17-98-2-8012. This program has assisted the Department of Defense in responding to and complying with Executive Order #12928, "Promoting Procurement with Small Businesses owned and controlled by Socially and Economically Disadvantaged Individuals, Historically Black Colleges and Universities, and Minority Institutions (1994)"; Executive Order #12876, "Historically Black Colleges and Universities (1993)"; and, Executive Order #13021, "Tribal Colleges and Universities (1996)".

To a large extent, the success of this program has been due to UNCFSP's ability to include the participation of important stakeholders such as the National Association for Equal Opportunity in Higher Education, the Hispanic Association of Colleges and Universities, and the American Indian Higher Education Consortium. Additionally, the program included the participation of majority institutions, and members of the business community. Of tremendous value to the proposed effort was the participation of officials from DoD (Army, Navy and Air Force) and other government agencies.

Over the five-year period, ten conferences were held with an average of 250 participants attending each conference. Each conference was publicized by mailings to approximately 1,800 mailings to HBCUs, HSIs and TCUs across the country. These invitations were sent to at least three offices on each campus (President's Office, Academic Affairs, Department Chairs, Sponsored Programs Personnel and/or Study Abroad Offices) and to contractors and businesses. Also, RAMS, Inc. announced the conferences over its Federal Opportunity Alert (FOA) system to over 3000 faculty members registered with this service.

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UNCFSP maintained and monitored the website for the DoD Office of Small and Disadvantaged Business Utilization and developed, maintained and monitored the website for UNCFSP/IDAP. The DoD site provides information and links for the department's HBCU/MI Technical Assistance Program and can be accessed at [www.acq.osd.mil/sadbu/hbcumi](http://www.acq.osd.mil/sadbu/hbcumi). This site is also linked to the IDAP website at [www.uncfsp.org/idap](http://www.uncfsp.org/idap).

In short, the Department of Defense Infrastructure Technical Assistance Program (DoD/IDAP) has provided Historically Black Colleges and Universities, Hispanic-Serving Institutions (HSIs), Tribal Colleges and Universities (TCUs), and Minority Institutions (MIs) with an opportunity to receive valuable technical assistance and resources, and thus an opportunity to strengthen their institutional capabilities.

## **RECOMMENDATIONS**

The United Negro College Fund Special Programs Corporation (UNCFSP) applauds the Department of Defense commitment to minority educational institutions, and highly recommends that a program such DoD/IDAP be continued.

In addition to the various components that were implemented over the last five years, UNCFSP recommends that continued efforts include one-on-one technical assistance. Also, the implementation of performance measures for evaluating the increase in the number of proposals submitted by participating institutions would serve as valuable tool for leveraging the program and quantifying program contributions and outcomes.



**APPENDIX A**

**BIBLIOGRAPHY OF DOD/IDAP CONFERENCES AND WORKSHOPS**

**MAY 1, 1998 – APRIL 30, 2003**

**BIBLIOGRAPHY**  
**DEPARTMENT OF DEFENSE**  
**INFRASTRUCTURE DEVELOPMENT ASSISTANCE PROGRAM (DoD/IDAP)**

**CONFERENCES**  
**MAY 1, 1998 THROUGH APRIL 30, 2003**

1. *October 25-27, 1998*, Tuskegee University, Kellogg Conference Center, Tuskegee, Alabama
2. *March 7-9, 1999*, Double Tree Hotel in San Antonio, Texas
3. *May 23-25, 1999*, Northwest Indian College, Lakeway Inn and Conference Center, Bellingham, Washington
4. *November 28 - December 1, 1999*, Xavier University, New Orleans, Louisiana
5. *March 26-29, 2000*, California State University, Pasadena, California
6. *October 15-17, 2000*, Morehouse College, Atlanta, Georgia
7. *February 11-13, 2001*, Florida International University, Miami, Florida
8. *November 24-27, 2001*, Grambling State University, New Orleans, Louisiana (cancelled due 9/11/01 terrorist attack)
9. *February 25-27, 2002*, Sheraton Gunter Hotel, San Antonio, Texas

**BIBLIOGRAPHY**  
**DEPARTMENT OF DEFENSE**  
**INFRASTRUCTURE DEVELOPMENT ASSISTANCE PROGRAM (DoD/IDAP)**

**WORKSHOPS**  
**MAY 1, 1998 THROUGH APRIL 30, 2003**

**DEVELOPING WINNING PROPOSALS WORKSHOPS**

1. *February 10, 2001*, Radisson Mart Plaza Hotel, Miami Florida
2. *October 23, 2001*, University of Puerto-Rico-Rico Piedras, San Juan, Puerto Rico
3. *November 9, 2001*, Jarvis Christian College, Hawkins, Texas
4. *January 30, 2002*, St. Augustine's College, Raleigh, North, Carolina
5. *February 25, 2002*, St. Philip's College, San Antonio, Texas
6. *March 15, 2002*, California State University, Los Angeles, California
7. *April 19, 2002*, Grambling State University, Grambling, Louisiana
8. *October 10, 2002*, Virginia Union University, Richmond, Virginia
9. *November 14, 2002*, Texas A&M University, Corpus Christi, Texas
10. *February 6, 2003*, Xavier University, New Orleans, Louisiana
11. *March 6, 2003*, El Camino College, Inglewood, California

**ELECTRONIC RESEARCH ADMINISTRATION WORKSHOPS**

1. *December 7, 1998*, Institute of American Indian Arts, Santa Fe, New Mexico
2. *March 26, 1999*, CUNY Lehman College, New York, New York
3. *April 21, 1999*, Winston-Salem, State University, Winston-Salem, North Carolina

4. *September 24, 1999*, Morehouse College, Atlanta, Georgia
5. *December 10, 1999*, Inter American University-Metropolitana, San Juan, Puerto Rico
6. *January 19, 2000*, Southwestern Indian Polytechnic Institute, Albuquerque, New Mexico
7. *September 29, 2000*, United Tribes Technical College, Bismarck, North Dakota
8. *November 3, 2000*, University of New Mexico Albuquerque, San Antonio, Texas
9. *February 11-13, 2001*, Air Force Interactive Electronic Mall (IEM),  
Florida International University, Miami, Florida.
10. *March 16, 2001*, Bennett College, Greensboro, North Carolina
11. *December 14, 2001*, Rust College, Holly Springs, Mississippi
12. *January 31, 2002*, St. Augustine's College, Raleigh, North Carolina
13. *April 12, 2002*, Virginia State University, Petersburg, Virginia
14. *April 18, 2002*, Grambling State University, Grambling, Louisiana
15. *April 25, 2002*, Houston Community College, Houston, Texas
16. *November 19, 2002*, Paul Quinn College, Dallas, Texas
17. *November 21, 2002*, Edward Waters College, Jacksonville, Florida
18. *March 7, 2003*, El Camino College, Inglewood, California

#### **FUNDAMENTALS OF SPONSORED PROJECT ADMINISTRATION WORKSHOPS**

1. *November 30 – December 1, 1998*, Xavier University, New Orleans, Louisiana
2. *February 18-19, 1999*, University of Puerto Rico, San Juan, Puerto Rico
3. *May 6-7, 1999*, Convention Center, Best Western Thunderbird Hotel Minneapolis,  
Minnesota
4. *January 20-21, 2000*, Southwestern Indian Polytechnic Institute, Albuquerque, New  
Mexico
5. *March 16-17, 2000*, Delaware State University, Dover, Delaware

6. *April 6-7, 2000*, University of Texas-Brownsville, Brownsville, Texas
7. *September 27-28, 2000*, United Tribes Technical College, Bismarck, North Dakota
8. *December 7-8, 2000*, LeMoyne-Owen College, Memphis Tennessee
9. *April 5-6, 2001*, University of the Incarnate Word, San Antonio, Texas
10. *December 14, 2001*, Rust College,
11. *December 12-13, 2001*, Rust College, Holly Springs, Mississippi
12. *March 7-8, 2002*, MacCormac College, Chicago, Illinois
13. *April 10-11, 2002*, Virginia State University, Petersburg, Virginia
14. *October 16-17, 2002*, Florida International University, Miami, Florida
15. *March 17-18, 2003*, University of Hawaii-Manoa, Honolulu, Hawaii
16. *April 3-4, 2003*, Howard University, Washington, DC

#### **NATIONAL SECURITY EDUCATION PROGRAM WORKSHOPS**

1. *October 9, 1998*, Wiley College, Marshall, Texas, October 9, 1998
2. *October 12, 1998*, St. Mary's University, San Antonio, Texas
3. *October 26, 1998*, Tuskegee University, Tuskegee, Alabama
4. *January 15, 1999*, California State Polytechnic University, Pomona, California
5. *October 25, 1999*, University of Houston, Houston, Texas
6. *November 1, 1999*, Bethune Cookman College, Daytona Beach, Florida
7. *December 9, 1999*, University of Puerto Rico- Mayaguez, Mayaguez, Puerto Rico
8. *December 10, 1999*, Inter American University-Metropolitana, San Juan, Puerto Rico
9. *January 14, 2000*, Tennessee State University, Nashville, Tennessee
10. *October 19, 2000*, Richard J. Daly College, Chicago, Illinois

11. *November 3, 2000*, University of New Mexico, Albuquerque, New Mexico
12. *November 17, 2000*, St. Mary's University, San Antonio, Texas
13. *December 6, 2000*, LeMoyné-Owen College, Memphis, Tennessee
14. *October 23, 2001*, University of Puerto Rico-Rio Piedras, San Juan, Puerto Rico
15. *October 24, 2001*, University of Puerto Rico-Rio Piedras, San Juan, Puerto Rico
16. *February 1, 2002*, St. Augustine's College, Raleigh, North, Carolina
17. *April 17, 2002*, Grambling State University, Grambling, Louisiana
18. *October 9, 2002*, Virginia Union University, Richmond Virginia
19. *November 15, 2002*, Texas A&M University, Corpus Christi, Texas
20. *November 18, 2002*, Paul Quinn College, Dallas, Texas
21. *March 7, 2003*, *El Camino College, Inglewood, California*
22. *March 31, 2003*, Huston-Tillotson College, Austin, Texas

#### **MARKETING AND PROPOSAL DEVELOPMENT WORKSHOPS**

1. *January 21, 2003*, Huston-Tillotson College, Austin, Texas
2. *March 11, 2003*, New Mexico Highlands University, Albuquerque, New Mexico
3. *March 14, 2003*, Barry University, Miami Shores, Florida
4. *March 28, 2003*, Clark Atlanta University, Atlanta, Georgia

**APPENDIX B**

**BIBLIOGRAPY OF PARTICIPATING COLLEGES AND UNIVERSITIES  
IN DOD/IDAP CONFERENCES AND WORKSHOPS**

**MAY 1, 1998 – APRIL 30, 2003**

**BIBLIOGRAPHY  
DEPARTMENT OF DEFENSE  
INFRASTRUCTURE DEVELOPMENT ASSISTANCE PROGRAM (DoD/IDAP)**

**PARTICIPATING COLLEGES AND UNIVERSITIES**

**MAY 1, 1998 THROUGH APRIL 30, 2003**

- |                                       |  |
|---------------------------------------|--|
| 1. Adams State College                | 18. California State Polytechnic University-Pomona |
| 2. Alabama State University           | 19. California State University                    |
| 3. Alcorn State University            | 20. California State University-Bakersfield        |
| 4. Allan Hancock College              | 21. California State University-Fresno             |
| 5. Alliant International University   | 22. California State University-Fullerton          |
| 6. American University of Puerto Rico | 23. California State University-Los Angeles        |
| 7. Ana G. Mendez University System    | 24. California State University-San Bernardino     |
| 8. Antelope Valley College            | 25. Carlos Albizu University                       |
| 9. Antillian Adventist University     | 26. City Colleges of Chicago-Kennedy               |
| 10. Arizona Western College           | 27. Claflin University                             |
| 11. Arkansas Baptist College          | 28. Clark Atlanta University                       |
| 12. Bacone College                    | 29. Conservatorio de Musica                        |
| 13. Barber-Scotia College             | 30. Crownpoint Institute of Technology             |
| 14. Barry University, Miami, Florida  | 31. CUNY Bronx Community College                   |
| 15. Bayamon Central University        | 32. Del Mar College                                |
| 16. Bennett College                   |  |
| 17. Bluefield College                 |  |



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|---|--|
| 33. Dillard University                        | 55. Jarvis Christian College                                   |
| 34. Don Bosco Technical Institute             | 56. J.F. Drake State Technical College                         |
| 35. Donnelly College                          | 57. Johnson C. Smith University                                |
| 36. Edward Waters College                     | 58. Langston University  |
| 37. Elizabeth City State University           | 59. Laredo Community College                                   |
| 38. El Camino College                         | 60. Lincoln University-Pennsylvania                            |
| 39. Escuela de Artes Plasticas de Puerto Rico | 61. Livingstone College  |
| 40. Essex County College                      | 62. LTC Evangeline Campus                                      |
| 41. Fayetteville State University             | 63. MacCormac College  |
| 42. Florida International University          | 64. Mississippi Valley State University                        |
| 43. Florida Memorial College                  | 65. Morgan State University                                    |
| 44. Florida National College                  | 66. North Carolina Agricultural and Technical State University |
| 45. Florida State University                  | 67. North Carolina Central University                          |
| 46. Fort Valley State University              | 68. Northwest Vista College                                    |
| 47. Gadsden State Community College           | 69. Oakwood College  |
| 48. Grambling State University                | 70. Olive-Harvey College                                       |
| 49. Halifax Community College                 | 71. Our Lady of the Lake University                            |
| 50. Hampton University                        | 72. Oxnard College   |
| 51. Howard University                         | 73. Paine College  |
| 52. Interamerican University                  | 74. Palo Alto College  |
| 53. Inter American University of Puerto Rico  | 75. Paul Quinn College   |
| 54. Jackson State University                  | 76. Pima County Community College                              |

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|---|---|
| 77. Polytechnic University of Puerto Rico         | 98. Tennessee State University              |
| 78. Pontifical Catholic University of Puerto Rico | 99. Texas A&M University-Corpus Christi     |
| 79. Prairie View A&M University                   | 100. Texas A&M University-Kingsville        |
| 80. Rio Hondo Community College                   | 101. Texas College                          |
| 81. Rust College                                  | 102. Texas Southern University              |
| 82. Roanoke-Chowan Community College              | 103. Tuskegee University                    |
| 83. San Antonio College                           | 104. Universidad Adventista de las Antillas |
| 84. San Diego State University – Imperial Valley  | 105. Universidad Central del Caribe         |
| 85. San Jacinto College North                     | 106. Universidad del Este                   |
| 86. Savannah Technical College                    | 107. Universidad del Turabo                 |
| 87. Shaw University                               | 108. Universidad Politienica de Puerto Rico |
| 88. Sitting Bull College                          | 109. University of Arkansas at Pine Bluff   |
| 89. South Suburban College                        | 110. University of Hawaii CBA/PAMI          |
| 90. South Texas Community College                 | 111. University of Houston                  |
| 91. Southern Community College                    | 112. University of the Incarnate Word       |
| 92. Southern University-New Orleans               | 113. University of Puerto Rico              |
| 93. Southwestern Christian College                | 114. University of Puerto Rico at Arecibo   |
| 94. St. Augustine's College                       | 115. University of Puerto Rico, Cayey       |
| 95. St. Philip's College                          |   |
| 96. Talladega College                             |   |
| 97. Technological College of San Juan             |   |

- |      |   |      |                                    |
|------|---|------|------------------------------------|
| 116. | University of Puerto Rico-<br>Humacao     | 123. | University of Texas-San<br>Antonio |
| 117. | University of Puerto Rico-<br>Rio Piedras | 124. | Virginia State University          |
| 118. | University of St. Thomas                  | 125. | Virginia Union University          |
| 119. | University of Texas-<br>Brownsville       | 126. | Wilber Wright College              |
| 120. | University of Texas-Corpus<br>Christi     | 127. | Wilberforce University             |
| 121. | University of Texas-El Paso               | 128. | Wiley College                      |
| 122. | University of Texas-Pan<br>American       | 129. | Winston-Salem State<br>University  |

**APPENDIX C**

**BIBLIOGRAPHY OF PRESENTERS AND FACILITATORS  
FOR  
DOD/IDAP CONFERENCES AND WORKSHOPS**

**MAY 1, 1998 – APRIL 30, 2003**

**BIBLIOGRAPHY**  
**DEPARTMENT OF DEFENSE**  
**INFRASTRUCTURE DEVELOPMENT ASSISTANCE PROGRAM (DoD/IDAP)**

**CONFERENCE/WORKSHOP PRESENTERS/FACILITATORS**

**MAY 1, 1998 THROUGH APRIL 30, 2003**

*Allen, Donald W. Mr.*, NCURA Faculty, Director of Grant and Contract Services, University of Washington, Expert on Government Circulars and Compliance, "Fundamentals of Sponsored Projects Administration," February 18-19, 1999, University of Puerto Rico, San Juan, Puerto Rico.

*Barnes, Josephine Mrs.*, NCURA Faculty, University of Illinois at Edwardsville, May 6-7, 1999, Convention Center, Best Western Thunderbird Hotel Minneapolis, Minnesota; September 29, 2000, United Tribes Technical College, Bismarck, North Dakota; December 7-8, 2000, LeMoyne-Owen College, Memphis Tennessee; December 12-13, 2001, Rust College, Holly Springs, Mississippi; March 7-8, 2002, MacCormac College, Chicago, Illinois.

*Bass, Joseph Mr.*, Principal Electronic Commerce Specialist, RAMS, Inc., "Electronic Research Administration," December 7, 1998, Institute of American Indian Arts, Santa Fe, New Mexico; March 26, 1999 CUNY Lehman College, New York, New York; April 21, 1999 ERA Workshop, Winston-Salem, State University, Winston-Salem, North Carolina; September 24, 1999, Morehouse College, Atlanta, Georgia; December 10, 1999, Inter American University-Metropolitana, San Juan, Puerto Rico; January 19-21, 2000, Southwestern Indian Polytechnic Institute, Albuquerque, New Mexico; September 29, 2000, United Tribes Technical College, Bismarck, North Dakota; November 3, 2000, University of New Mexico Albuquerque, San Antonio, Texas; February 11-13, 2001, Air Force Interactive Electronic Mall (IEM), Florida International University, Miami, Florida; March 16, 2001, Bennett College, Greensboro, North Carolina; December 14, 2001, Rust College, Holly Springs, Mississippi; January 31, 2002, St. Augustine's College, Raleigh, North Carolina; April 12, 2002, Virginia State University, Petersburg, Virginia; November 19, 2002, Paul Quinn College, Dallas, Texas; November 21, 2002, Edward Waters College, Jacksonville, Florida; and, *March 7, 2003*, El Camino College, Inglewood, California.

*Bodinski, B. Mr.*, NCURA Faculty, "Fundamentals of Sponsored Projects Administration," December 12-13, 2001, Rust College, Holly Springs, Mississippi.

*Collier, Edmond Dr.*, "National Security Education Program," October 25-27, 1998, Tuskegee University, Kellogg Conference Center, Tuskegee, Alabama; November 28 - December 1, 1999, Xavier University, New Orleans, Louisiana; December 6, 2000, LeMoyne-Owen College, Memphis, Tennessee; April 17, 2002, Grambling State University, Grambling, Louisiana.

*Gantz, Margery Dr.*, National Security Education Program," October 25-27, 1998, Tuskegee University, Kellogg Conference Center, Tuskegee, Alabama; March 7-9, 1999 Conference, Double Tree Hotel in San Antonio, Texas; November 28 - December 1, 1999, Xavier University, New Orleans, Louisiana; *October 9, 1998*, Wiley College, Marshall, Texas; November 1, 1999, Bethune Cookman College, Daytona Beach, Florida; December 9, 1999, University of Puerto Rico- Mayaguez, Mayaguez, Puerto Rico; December 10, 1999, Inter American University-Metropolitana, San Juan, Puerto Rico; January 14, 2000, Tennessee State University, Nashville, Tennessee; November 3, 2000, University of New Mexico, Albuquerque, New Mexico; December 6, 2000, LeMoyne-Owen College, Memphis, Tennessee; October 23, 2001, University of Puerto Rico-Rio Piedras, San Juan, Puerto Rico; October 24, 2001, University of Puerto Rico-Rio Piedras, San Juan, Puerto Rico; February 11, 2002, St. Augustine's College, Raleigh, North, Carolina; April 17, 2002, Grambling State University, Grambling, Louisiana; October 9, 2002, Virginia Union University, Richmond Virginia; November 15, 2002, Texas A&M University, Corpus Christi, Texas; November 18, 2002, Paul Quinn College, Dallas, Texas; and, March 31, 2003, Huston-Tillotson College, Austin, Texas.

*Hodges, Keith Mr.*, Vice President of Development, National Association for Equal Opportunity in Higher Education (NAFEO), "Donated Property Procedures," October 25-27, 1998 Conference, Session XIV, Tuskegee University, Kellogg Conference Center, Tuskegee, Alabama.

*McQuiddy, Ivy Dr.*, National Security Education Program," March 7-9, 1999 Conference, Double Tree Hotel in San Antonio, Texas; October 28, 1998, Tuskegee University, Tuskegee, Alabama; *October 25, 1999*, University of Houston, Houston, Texas; *November 1, 1999*, Bethune Cookman College, Daytona Beach, Florida; *December 9, 1999*, University of Puerto Rico- Mayaguez, Mayaguez, Puerto Rico; *December 10, 1999*, Inter American University-Metropolitana, San Juan, Puerto Rico; *January 14, 2000*, Tennessee State University, Nashville, Tennessee; *October 19, 2000*, Richard J. Daly College, Chicago, Illinois; *November 17, 2000*, St. Mary's University, San Antonio, Texas; *October 23, 2001*, University of Puerto Rico-Rio Piedras, San Juan, Puerto Rico; *October 24, 2001*, University of Puerto Rico-Rio Piedras, San Juan, Puerto Rico; *February 11, 2002*, St. Augustine's College, Raleigh, North, Carolina; *April 17, 2002*, Grambling State University, Grambling, Louisiana; *October 9, 2002*, Virginia Union University, Richmond Virginia; *November 15, 2002*, Texas A&M University, Corpus Christi, Texas; *November 18, 2002*, Paul Quinn College, Dallas, Texas; *March 31, 2003*, Huston-Tillotson College, Austin, Texas.

*Ofosu, Mildred Huff Dr.*, NCURA Faculty, Assistant Provost for Research at Delaware State University, "Fundamentals of Sponsored Projects Administration," December 7-8, 2000, LeMoyne-Owen College, Memphis Tennessee; "Developing Winning Proposals," January 30, 2002, St. Augustine's College, Raleigh, North, Carolina; March 15, 2002, California State University, Los Angeles, California; April 19, 2002, Grambling State University, Grambling, Louisiana.

*Pease-Pretty-on-Top, Janine Dr.*, President, AIHEC, March 23-25, 1999 Conference, Northwest Indian College, Bellingham, Washington; December 12-13, 2001, Rust College, Holly Springs, Mississippi; March 7-8, 2002, MacCormac College, Chicago, Illinois.

*Peek, Russell Mr.*, MOLIS Coordinator, RAMS, Inc. and ScienceWise, Inc., "Electronic Research Administration," December 7, 1998, Institute of American Indian Arts, Santa Fe, New Mexico; March 26, 1999 CUNY Lehman College, New York, New York; March 7-9, 1999 Conference, Double Tree Hotel in San Antonio, Texas; April 21, 1999 ERA Workshop, Winston-Salem, State University, Winston-Salem, North Carolina; November 28 - December 1, 1999, Xavier University, New Orleans, Louisiana; March 26-29, 2000 Conference, California State University, Pasadena, California; September 24, 1999, Morehouse College, Atlanta, Georgia; December 10, 1999, Inter American University-Metropolitana, San Juan, Puerto Rico; January 19-21, 2000, Southwestern Indian Polytechnic Institute, Albuquerque, New Mexico; September 29, 2000, United Tribes Technical College, Bismarck, North Dakota; November 3, 2000, University of New Mexico Albuquerque, San Antonio, Texas; February 11-13, 2001, Air Force Interactive Electronic Mall (IEM), Florida International University, Miami, Florida; March 16, 2001, Bennett College, Greensboro, North Carolina; December 14, 2001, Rust College, Holly Springs, Mississippi; January 31, 2002, St. Augustine's College, Raleigh, North Carolina; April 12, 2002, Virginia State University, Petersburg, Virginia; April 18, 2002, Grambling State University, Grambling, Louisiana; April 25, 2002, Houston Community College, Houston, Texas; November 19, 2002, Paul Quinn College, Dallas, Texas; November 21, 2002, Edward Waters College, Jacksonville, Florida; and, *March 7, 2003*, El Camino College, Inglewood, California; February 25-27, 2002 Conference, Sheraton Gunter Hotel, San Antonio, Texas.

*Quintana, Carol Ms.*, NCURA Faculty, "Fundamentals of Sponsored Projects Administration," September 29, 2000, United Tribes Technical College, Bismarck, North Dakota; *April 5-6, 2001*, University of the Incarnate Word, San Antonio, Texas.

*Rodman, John Mr.*, President, RAMS, Inc., March 7-9, 1999 Conference, Double Tree Hotel in San Antonio, Texas; November 28 - December 1, 1999 Conference, Xavier University, New Orleans, Louisiana; October 15-17, 2001 Conference, Morehouse College, Atlanta, Georgia.

*Savory, Ardis M. Ms.*, NCURA Faculty, Associate Vice Provost, Sponsored Programs and Research, University of South Carolina, "Fundamentals of Sponsored Projects Administration," February 18-19, 1999, University of Puerto Rico, San Juan, Puerto Rico; May 6-7, 1999, Convention Center, Best Western Thunderbird Hotel Minneapolis, Minnesota; January 20-21, 2000, Southwestern Indian Polytechnic Institute, Albuquerque, New Mexico; March 16-17, 2000, Delaware State University, Dover, Delaware; April 6-7, 2000, University of Texas-Brownsville, Brownsville, Texas; September 27-28, 2000, United Tribes Technical College, Bismarck, North Dakota; December 7-8, 2000, LeMoyne-Owen College, Memphis Tennessee; April 5-6, 2001, University of the Incarnate Word, San Antonio, Texas; December 14, 2001, Rust College, Holly Springs, Mississippi; December 12-13, 2001, Rust College, Holly Springs, Mississippi; March 7-8, 2002, MacCormac College, Chicago, Illinois; and, April 10-11, 2002, Virginia State University, Petersburg, Virginia.

*Smith, Pearl Ms.*, National Association for Equal Opportunity in Higher Education, "Donated Property Procedures," November 28 - December 1, 1999, Xavier University, New Orleans, Louisiana.

*Wade, Laura Ms.*, NCURA Faculty, "Fundamentals of Sponsored Projects Administration, April 5-6, 2001, University of the Incarnate Word, San Antonio, Texas.

*Woods, Marianne Rinaldo Dr.*, NCURA Faculty, Director of Research Administration, University of Texas at Dallas, "Fundamentals of Sponsored Projects Administration," February 18-19, 1999, University of Puerto Rico, San Juan, Puerto Rico; May 6-7, 1999, Convention Center, Best Western Thunderbird Hotel Minneapolis, Minnesota; January 20-21, 2000, Southwestern Indian Polytechnic Institute, Albuquerque, New Mexico; March 16-17, 2000, Delaware State University, Dover, Delaware; April 6-7, 2000, University of Texas-Brownsville, Brownsville, Texas; September 27-28, 2000, United Tribes Technical College, Bismarck, North Dakota; December 7-8, 2000, LeMoyne-Owen College, Memphis Tennessee; April 5-6, 2001, University of the Incarnate Word, San Antonio, Texas; December 14, 2001, Rust College, Holly Springs, Mississippi; March 7-8, 2002, MacCormac College, Chicago, Illinois; and, April 10-11, 2002, Virginia State University, Petersburg, Virginia; "Developing Winning Proposals," February 10, 2001, Radisson Mart Plaza Hotel, Miami Florida. "Developing Winning Proposals," February 10, 2001, Radisson Mart Plaza Hotel, Miami Florida; October 23, 2001, University of Puerto-Rico-Rico Piedras, San Juan, Puerto Rico; November 9, 2001, Jarvis Christian College, Hawkins, Texas; February 25, 2002, St. Philip's College, San Antonio, Texas; October 10, 2002, Virginia Union University, Richmond, Virginia; November 14, 2002, Texas A&M University, Corpus Christi, Texas; February 6, 2003, Xavier University, New Orleans, Louisiana; March 6, 2003, El Camino College, Inglewood, California.



**APPENDIX D**

**BIBLIOGRAPHY OF PARTICIPATION BY DOD AND OTHER GOVERNMENT  
OFFICIALS**

**DOD/IDAP CONFERENCES AND WORKSHOPS**

**MAY 1, 1998 – APRIL 30, 2003**

**BIBLIOGRAPHY**  
**DEPARTMENT OF DEFENSE**  
**INFRASTRUCTURE DEVELOPMENT ASSISTANCE PROGRAM (DoD/IDAP)**

**DEPARTMENT OF DEFENSE AND OTHER GOVERNMENT AGENCIES**  
**PRESENTERS**

**MAY 1, 1998 THROUGH APRIL 30, 2003**

*Anderson, Frank J., Jr., Brigadier General*, Defense Systems Management College, November 28 - December 1, 1999, Xavier University, New Orleans, Louisiana; October 15-17, 2000 Conference, Morehouse College, Atlanta, Georgia;.

*Arnold-Bik, Victor Mr.*, General Services Administration, "Donated Property Procedures," March 7-9, 1999 Conference, Double Tree Hotel in San Antonio, Texas.

*Bailey, Richard Mr.*, U.S. Army Materiel Command, March 7-9, 1999 Conference, Double Tree Hotel in San Antonio, Texas; October 15-17, 2000 Conference, Morehouse College, Atlanta, Georgia; February 11-13, 2001 Conference, Florida International University, Miami, Florida; February 25-27, 2002 Conference, Sheraton Gunter Hotel, San Antonio, Texas.

*Baker, Marylee Ms.*, Assistant Chief, Voluntary Education Branch, Education and Training Division, October 15-17, 2000 Conference, Morehouse College, Atlanta, Georgia; February 11-13, 2001, Florida International University, Miami, Florida; February 25-27, 2002 Conference, Sheraton Gunter Hotel, San Antonio, Texas.

*Basel, Susan Ms.*, Defense Intelligence Agency, "New Programs," March 26-29, 2000 Conference, California State University, Pasadena, California.

*Bauer, Terry Mr.*, SBIR Manager, "Small Business Innovation Research Program," October 25-27, 1998 Conference, Session IV, Tuskegee University, Kellogg Conference Center, Tuskegee, Alabama.

*Berg, Richard Mr.*, Senior Scientist, National Imaging and Mapping Agency (NIMA), March 7-9, 1999 Conference, Double Tree Hotel in San Antonio, Texas.

*Blakley, Ron Mr.*, DoD/Army HBCU/MI Program Officer, "Potential Opportunities for Competitive Minority Institutions," October 25-27, 1998 Conference, Session VI, Tuskegee University, Kellogg Conference Center, Tuskegee, Alabama; March 7-9, 1999 Conference, Double Tree Hotel in San Antonio, Texas; May 23-25, 1999 Conference, Northwest Indian College, Bellingham, Washington; November 28 - December 1, 1999, Xavier University, New Orleans, Louisiana; March 26-29, 2000 Conference, California State University, Pasadena, California; October 15-17, 2000 Conference, Morehouse College, Atlanta, Georgia; February 11-13, 2001 Conference, Florida International University, Miami, Florida; February 25-27, 2002 Conference, Sheraton Gunter Hotel, San Antonio, Texas.

*Blanding, Katie Dr.*, Navy Team Lead, "Potential Opportunities for Competitive Minority Institutions," October 25-27, 1998 Conference, Section VI, Tuskegee University, Kellogg Conference Center, Tuskegee, Alabama.

*Bonner, A.B. Mr.*, Procurement Analyst for Small Business, Defense Contract Management District West, "Donated Property Procedures," March 7-9, 1999 Conference, Double Tree Hotel in San Antonio, Texas; May 23-25, 1999 Conference, Northwest Indian College, Bellingham, Washington.

*Brown, Clinton Mr.*, Army HBCU/MI Program Manager, March 7-9, 1999 Conference, Double Tree Hotel in San Antonio, Texas; October 15-17, 2000 Conference, Morehouse College, Atlanta, Georgia; February 11-13, 2001 Conference, Florida International University, Miami, Florida; February 25-27, 2002 Conference, Sheraton Gunter Hotel, San Antonio, Texas.

*Brown, Jeanette L. Ms.*, Director OSDBU, U.S. Environmental Protection Agency, October 15-17, 2000 Conference, Morehouse College, Atlanta, Georgia.

*Bridgeman, Jimmy H. Mr.*, Deputy Regional Administrator, U.S. General Services Administration (SE Sunbelt Region); October 15-17, 2000 Conference, Morehouse College, Atlanta, Georgia.

*Bruce, Cecilia Ms.*, National Institutes of Health/NIGMS, "Biomedical Opportunities and Programs," November 28 - December 1, 1999, Xavier University, New Orleans, Louisiana.

*Buckley, Benjamin Mr.*, "Servicemembers Opportunity Colleges (SOC) Program, October 25-27, 1998 Conference, Session III, Tuskegee University, Kellogg Conference Center, Tuskegee, Alabama; March 7-9, 1999 Conference, Double Tree Hotel in San Antonio, Texas; May 23-25, 1999, Northwest Indian College, Lakeway Inn and Conference Center, Bellingham, Washington.

*Byers, John Mr.*, Chief, Technology Applications and Laboratory Management, HQAMC, October 15-17, 2000 Conference, Morehouse College, Atlanta, Georgia; February 11-13, 2001, Florida International University, Miami, Florida; February 25-27, 2002 Conference, Sheraton Gunter Hotel, San Antonio, Texas.

*Campos, Janie Ms.*, Air Force Small Business Program/Mentor-Protégé, March 7-9, 1999 Conference, Double Tree Hotel in San Antonio, Texas; October 15-17, 2001 Conference, Morehouse College, Atlanta, Georgia; February 11-13, 2001, Florida International University, Miami, Florida.

*Choudhury, Pravat Dr.*, HBCU/MI Faculty Fellow, Ballistic Missile Defense Command, November 28 - December 1, 1999, Xavier University, New Orleans, Louisiana; October 15-17, 2000 Conference, Morehouse College, Atlanta, Georgia,

*Custer, Tammy Ms.*, Support Services Manager, Federal Surplus Property Program, "Donated Property Procedures," March 7-9, 1999 Conference, Double Tree Hotel in San Antonio, Texas.

*Colemen, Doug Mr.*, GSA in Fife, Washington, May 23-25, 1999, Northwest Indian College, Lakeway Inn and Conference Center, Bellingham, Washington.

Daniel, Thomas R. Captain, USN, Special Assistant to the Chief of Naval Operations, October 15-17, 2000 Conference, Morehouse College, Atlanta, Georgia; February 11-13, 2001 Conference, Florida International University, Miami, Florida.

*DeLeon, Edmundo Mr.*, Program Manager, White House Initiative on HSIs, March 7-9, 1999 Conference, Double Tree Hotel in San Antonio, Texas.

*DeLuca, Anthony Mr.*, U.S. Air Force Office of Small and Disadvantaged Business Utilization (Pentagon), "Air Force Initiatives and Commitment to the HBCU/MI Community," October 25-27, 1998 Conference, Session XII, Tuskegee University, Kellogg Conference Center, Tuskegee, Alabama; May 23-25, 1999 Conference, Northwest Indian College, Bellingham, Washington; October 15-17, 2000 Conference, Morehouse College, Atlanta, Georgia; February 11-13, 2001 Conference, Florida International University, Miami, Florida.

*Dougherty, Ken Mr.*, Grant Officer, DDAS Defense Logistics Agency, "Procurement Technical Assistance Centers as a Resource," March 7-9, 1999 Conference, Double Tree Hotel in San Antonio, Texas.

*Eaton, Harold Mr.*, Acting DoD/HBCU/MI Program Manager, "Greetings on Behalf of DoD Community," March 7-9, 1999 Conference, Double Tree Hotel in San Antonio, Texas; May 23-25, 1999 Conference, Northwest Indian College, Lakeway Inn and Conference Center, Bellingham, Washington; November 28 - December 1, 1999, Xavier University, New Orleans, Louisiana; March 26-29, 2000 Conference, California State University, Pasadena, California; October 15-17, 2000 Conference, Morehouse College, Atlanta, Georgia; February 11-13, 2001 Conference, Florida International University, Miami, Florida; February 25-27, 2002 Conference, Sheraton Gunter Hotel, San Antonio, Texas.

*Everette, Theresa, Ms.*, Director of Human Resources, National Security Agency, October 15-17, 2000 Conference, Morehouse College, Atlanta, Georgia.

*Fortune, Carolyn Ms.*, Air Force Technical Assistance and Outreach, March 7-9, 1999 Conference, Double Tree Hotel in San Antonio, Texas; October 15-17, 2000 Conference, Morehouse College, Atlanta, Georgia.

*Gee, Jessie Lt.*, Navy Recruiting District San Antonio, Texas, February 25-27, 2002 Conference, Sheraton Gunter Hotel, San Antonio, Texas.

*Greer, Charles Mr.*, Department of Labor, "Department of Labor Programs," October 25-27, 1998 Conference, Lunch Session, Tuskegee University, Kellogg Conference Center, Tuskegee, Alabama.

*Haire, Jenny Ms.*, U.S. Army Research Office (ARO), "Highlight of DoD Infrastructure Support Programs," October 25-27, 1998 Conference, Session X, Tuskegee University, Kellogg Conference Center, Tuskegee, Alabama; March 26-29, 2000 Conference, California State University, Pasadena, California; October 15-17, 2000 Conference, Morehouse College, Atlanta, Georgia; February 11-13, 2001 Conference, Florida International University, Miami, Florida; February 25-27, 2002 Conference, Sheraton Gunter Hotel, San Antonio, Texas.

*Hayes, Ann Ms.*, Defense Information Systems Agency (DISA), "Process for Acquiring Surplus Property," October 25-27, 1998 Conference, Session XI, Tuskegee University, Kellogg Conference Center, Tuskegee, Alabama; October 15-17, 2000 Conference, Morehouse College, Atlanta, Georgia.

*Hayes, Deborah Ms.*, MSI Program Manager, Office of the Secretary, Office of Civil Rights, Department of Commerce, October 15-17, 2000 Conference, Morehouse College, Atlanta, Georgia.

*Helm, Brent Mr.*, U.S. Army, May 23-25, 1999, Northwest Indian College, Lakeway Inn and Conference Center, Bellingham, Washington.

*Henry, Sterling Mr.*, Special Assistant to the Executive Director, White House Initiative on HBCUs, "Significance of HBCU Contributions to the Country," October 25-27, 1998 Conference, Tuskegee University, Kellogg Conference Center, Tuskegee, Alabama; March 7-9, 1999 Conference, Double Tree Hotel in San Antonio, Texas; November 28 - December 1, 1999, Xavier University, New Orleans, Louisiana.

*Hughes, Christopher Mr.*, U.S. Air Force, "Basic Research Requirements," March 7-9, 1999 Conference, Double Tree Hotel in San Antonio, Texas.

*Hunter, Alain Dr.*, U.S. Air Force Team, "Air Force Initiatives and Competitive Opportunities," October 25-27, 1998 Conference, Session IX, Tuskegee University, Kellogg Conference Center, Tuskegee, Alabama; March 7-9, 1999 Conference, Double Tree Hotel in San Antonio, Texas; May 23-25, 1999 Conference, Northwest Indian College, Bellingham, Washington; November 28 - December 1, 1999, Xavier University, New Orleans, Louisiana; March 26-29, 2000 Conference, California State University, Pasadena, California; February 11-13, 2001 Conference, Florida International University, Miami, Florida.

*Irby, Betty A. Ms.*, Senior Analyst, U.S. Army Research Laboratory, March 7-9, 1999 Conference, Double Tree Hotel in San Antonio, Texas.

*Jacobs, Connie Ms.*, SBIR Program Manager, Defense Advanced Research Projects, November 28 - December 1, 1999, Xavier University, New Orleans, Louisiana; October 15-17, 2000 Conference, Morehouse College, Atlanta, Georgia.

Jones, Sylvia Ms., Senior Program Specialist, Office of Educational Partnerships, Department of the Interior, February 11-13, 2001 Conference, Florida International University, Miami, Florida.

Jordan, Everette Mr., Program Manager, HBCU/MI Program, National Security Agency, October 15-17, 2000 Conference, Morehouse College, Atlanta, Georgia.

Junior, Anthony Mr., Acting Director of the HBCU/MI Program Office, Office of Naval Research, March 7-9, 1999 Conference, Double Tree Hotel in San Antonio, Texas; March 7-9, 1999 Conference, Double Tree Hotel in San Antonio, Texas; May 23-25, 1999, Northwest Indian College, Lakeway Inn and Conference Center, Bellingham, Washington; March 26-29, 2000 Conference, California State University, Pasadena, California; October 15-17, 2000 Conference, Morehouse College, Atlanta, Georgia; February 11-13, 2001 Conference, Florida International University, Miami, Florida; February 25-27, 2002 Conference, Sheraton Gunter Hotel, San Antonio, Texas.

Kinard, Matthew, Dr., National Institutes of Health, Extramural Associates Program, "Biomedical Opportunities and Programs," November 28 - December 1, 1999, Xavier University, New Orleans, Louisiana.

Marciniak, Roman Mr., General Services Administration, "Donated Property Procedures," March 7-9, 1999 Conference, Double Tree Hotel in San Antonio, Texas.

Matthews, Mabel Jones Dr., University Program Manager, National Aeronautics and Space Administration, February 25-27, 2002 Conference, Sheraton Gunter Hotel, San Antonio, Texas.

McClendon, Ruth Jones Honorable, Texas State Representative, District 120, San Antonio, Texas, February 25-27, 2002 Conference, Sheraton Gunter Hotel, San Antonio, Texas.

Moore, Jerry Mr., Zone Director, Real Property Division, General Services Administration, February 25-27, 2002 Conference, Sheraton Gunter Hotel, San Antonio, Texas.

Neal, Robert Mr., Office of Small and Disadvantaged Business Utilization, DoD, "DoD in the Next Millennium and the Role of HBCU/MI Institutions," October 25-27, 1998 Conference, Session VI, Tuskegee University, Kellogg Conference Center, Tuskegee, Alabama; March 7-9, 1999 Conference, Double Tree Hotel in San Antonio, Texas; November 28 - December 1, 1999, Xavier University, New Orleans, Louisiana.

Norwood, James Mr., Defense Technical Information Center, November 28 - December 1, 1999 Conference, Xavier University, New Orleans, Louisiana; March 26-29, 2000 Conference, California State University, Pasadena, California.

Oglivie, Claudia LTC, Special Assistant to the Commander for Minority Programs, USA Medical Research and Materiel Command, March 7-9, 1999 Conference, Double Tree Hotel in San Antonio, Texas.

*Oliver, Mark Mr.*, Acting Director, Office of Educational Partnerships, Department of the Interior, February 11-13, 2001 Conference, Florida International University, Miami, Florida.

*Person, Carl S. Dr.*, HBCU Program Manager, Minority University Research and Education Division, National Aeronautics and Space Administration, October 15-17, 2000 Conference, Morehouse College, Atlanta, Georgia.

*Pinson, Tracey Ms.*, Director of the U.S. Army Small and Disadvantaged Business Utilization Office, "Opportunities and Programs Targeted for HBCU/MI Participation," March 7-9, 1999 Conference, Double Tree Hotel in San Antonio, Texas; November 28 - December 1, 1999, Xavier University, New Orleans, Louisiana; February 11-13, 2001 Conference, Florida International University, Miami, Florida.

*Randolph, Lynwood Dr.*, National Aeronautics and Space Administration, "National Aeronautics and Space Administration Programs," October 25-27, 1998 Conference, Lunch Session, Tuskegee University, Kellogg Conference Center, Tuskegee, Alabama.

*Sapp, Adrienne C. Ms.*, Operations Branch Analyst HBCU/MI Program Manager, Army TACOM-ARDEC, October 15-17, 2000 Conference, Morehouse College, Atlanta, Georgia; February 11-13, 2001, Florida International University, Miami, Florida.

*Saren, David B. Mr.*, U.S. Special Operations Command October 15-17, 2000 Conference, Morehouse College, Atlanta, Georgia.

*Scharm, Alicia Ms.*, U.S. Air Force, "Civilian Recruitment," March 7-9, 1999 Conference, Double Tree Hotel in San Antonio, Texas.

*Schultz, George Mr.*, Assistant Director, DoD Office of Small and Disadvantaged Business Utilization, February 25-27, 2002 Conference, Sheraton Gunter Hotel, San Antonio, Texas.

*Sellers, Sharon Ms.*, Chief of the Educational Institutions Partnership Program, Defense Information Systems Agency (DISA), "Donated Property Procedures," March 7-9, 1999 Conference, Double Tree Hotel in San Antonio, Texas; November 28 - December 1, 1999 Conference, Xavier University, New Orleans, Louisiana; March 26-29, 2000 Conference, California State University, Pasadena, California; October 15-17, 2000 Conference, Morehouse College, Atlanta, Georgia.

*Sims, Willie F. Lt. Commander*, Navy Recruiting District, San Antonio, Texas, February 25-27, 2002 Conference, Sheraton Gunter Hotel, San Antonio, Texas.

*Singleton, Ronald HMC*, Navy Recruiting District, San Antonio, Texas, February 25-27, 2002 Conference, Sheraton Gunter Hotel, San Antonio, Texas.

*Sykes, Alice Ms.*, Department of Transportation, March 26-29, 2000 Conference, California State University, Pasadena, California.

*Terry-Koroma, Barbara Dr.*, Special Population Research Program Manager, U.S. Medical Research and Materiel Command (USAMRMC), "Biomedical Opportunities and Programs," October 25-27, 1998 Conference, Session XII, Tuskegee University, Kellogg Conference Center, Tuskegee, Alabama; March 7-9, 1999 Conference, Double Tree Hotel in San Antonio, Texas; February 25-27, 2002 Conference, Sheraton Gunter Hotel, San Antonio, Texas.

*Witten, Bernard LTC*, "DoD Budget and Contracting Process," October 25-27, 1998 Conference, Session II, Tuskegee University, Kellogg Conference Center, Tuskegee, Alabama; March 7-9, 1999 Conference, Double Tree Hotel in San Antonio, Texas; November 28 - December 1, 1999, Xavier University, New Orleans, Louisiana; October 15-17, 2000 Conference, Morehouse College, Atlanta, Georgia.

*Wright, Curtis Colonel*, USAF Deputy Director Office of Small and Disadvantaged Business Utilization Office, October 15-17, 2000 Conference, Morehouse College, Atlanta, Georgia.



**APPENDIX E**  
**BIBLIOGRAPHY OF INSTITUTIONS RECEIVING SURPLUS PROPERTY**  
**UNDER DOD/IDAP**

**MAY 1, 1998 – APRIL 30, 2003**

**BIBLIOGRAPHY**  
**DEPARTMENT OF DEFENSE**  
**INFRASTRUCTURE DEVELOPMENT ASSISTANCE PROGRAM (DoD/IDAP)**

**EDUCATIONAL INSTITUTIONS RECEIVING SURPLUS PROPERTY**

**MAY 1, 1998 – APRIL 30, 2003**

- |                                     |  |
|-------------------------------------|--|
| 1. Alabama A&M University           | 20. JF Drake State Technical College       |
| 2. Albany State                     | 21. Lane College                           |
| 3. Barber-Scotia College            | 22. Langston University                    |
| 4. Benedict College                 | 23. Lincoln University                     |
| 5. Bennett College                  | 24. Meharry Medical College                |
| 6. Bethune-Cookman College          | 25. Morehouse College                      |
| 7. Bowie State University           | 26. Morgan State University                |
| 8. Central State University (Ohio)  | 27. Norfolk State University               |
| 9. Cheyney University of PA         | 28. North Carolina A&T State<br>University |
| 10. Delaware State University       | 29. North Carolina Central University      |
| 11. Edward Waters College           | 30. Oakwood College                        |
| 12. Elizabeth City State University | 31. Paul Quinn College                     |
| 13. Fisk University                 | 32. Prairie View A&M University            |
| 14. Florida A&M University          | 33. Shaw University                        |
| 15. Hampton University              | 34. Southern University and A&M<br>College |
| 16. Hinds Community College         | 35. Southern University/New Orleans        |
| 17. Howard University               | 36. Southern University/Shreveport         |
| 18. Jackson State University        | 37. Spelman College                        |
| 19. Jarvis Christian College        |  |

38. St. Paul's College

39. St. Philip's College

40. Tennessee State University

41. Texas College

45. Virginia Union University

46. Wilberforce University

47. Wiley College

42. Tougaloo College

43. University of Maryland

44. University of West Virginia

**APPENDIX F**

**SAMPLE COPY OF THE DOD/IDAP QUARTERLY NEWSLETTER**



DEPARTMENT OF  
DEFENSE TECHNICAL  
ASSISTANCE PROGRAM

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# ASCEND

A Resource Newsletter Advocating Department of Defense Opportunities for the HBCU/MI Community

## DoD TAP Welcomes Mr. Frank M. Ramos

**M**r. Frank M. Ramos was appointed Director, Office of Small and Disadvantaged Business Utilization on October 22, 2001. He is the Department of Defense's principal advisor for small businesses, small disadvantaged businesses and women owned small businesses. He administers the Department of Defense responsibilities under the Small Business Act (as amended) with small business, small disadvantaged business, women-owned small business, historically Black colleges and universities and minority institutions, qualified Historically Underutilized Business Zone small businesses and small businesses owned by veterans and Service disabled veterans. In this capacity, he is responsible for the development and promulgation of policies and management in initiatives designed to ensure throughout the Department of Defense (DoD) that these businesses are afforded an equitable opportunity to compete for defense contracts.

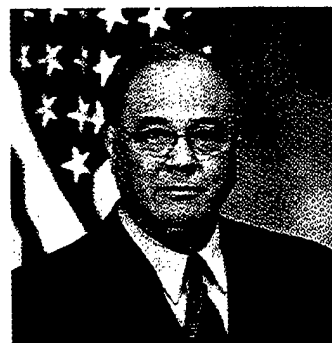
Prior to his appointment by President Bush, Mr. Ramos served the Commonwealth of Virginia under Governor James Gilmore III as the Chief, Deputy Director of Department Minority Business Enterprise in Richmond, Virginia.

In 1989, Mr. Ramos served under President George H. Bush at the U.S. Small Business Administration (SBA) as the Associate Deputy Administrator Minority Small Business Certification and Capital Development in Washington, DC. He later retired in 1994 as a Senior Executive (SES), Level V.

Mr. Ramos had an extensive career with the U. S. Treasury Department, Internal Revenue Service (IRS) holding progressively high level positions in the Compliance, Tax Processing, Tax Accounts and Taxpayer Information Divisions in California, Arizona and at Martinsburg, West Virginia at the National Computing Center.

Mr. Ramos has been actively involved in various business and community based organizations throughout the United States. He has served as past president of the Central California Hispanic Chamber of Commerce, past vice president of the League of United Latin American Citizens (LULAC), the American G. I. Forum of Washington, DC, United States/ Mexico Chamber of Commerce, Advisor to the VA Hispanic Chamber of Commerce, Hispanic-American Police Command Officers Association among the notable organizations.

Mr. Ramos has demonstrated his leadership by being recognized for his achievements in various awards. Some of them are: Treasury Department Gallanting Award; Meritorious Service Award; SBA Administrator's Award; City of Fresno Award of Honor and Key to the City; City College of Fresno Outstanding Alumnus Award and Commencement Speaker; and the Commonwealth of Virginia Thomas Jefferson Award by Governor Gilmore are among some of the citations.



**Mr. Frank M. Ramos**

Mr. Ramos holds a Bachelor's degree in Social Science/History from California State University of Fresno. He also completed graduate studies at California State.

# DoD TAP and UNCFSP

The Department of Defense Technical Assistance Program (DoD TAP) under the leadership of Harold Eaton is sponsored by the Department of Defense Office of Small and Disadvantaged Business Utilization. DoD TAP assists Historically Black Colleges and Universities, Hispanic Serving Institutions, American Indian Tribal Colleges and Universities and other Minority Institutions participate in Department of Defense initiatives, educational programs, research and development efforts, and other contract and grant opportunities.

The United Negro College Fund Special Programs Corporation (UNCFSP) led by Liz Lowe, President and CEO, administers DoD TAP. UNCFSP is a spin-off from an organization with a history and distinction of being the nation's oldest and most successful African-American higher education assistance organization—one with more than 56 years of experience. UNCFSP became a separate non-profit corporation in April 2000. With a staff of over 40 professionals and support staff located in the U.S. and South Africa, UNCFSP successfully administers federally funded training, technical assistance and related programs. UNCFSP's working relationship with HBCUs, Hispanic Serving Institutions, and Native American Tribal Colleges and Universities, and other Minority Institutions, as well as other institutions of higher learning enhances UNCFSP's capacity to achieve program goals and objectives. UNCFSP administers the following programs:

- Building Environmental Stewardship (U.S. Department of Energy)
- Curriculum Improvement Partnership Award Program (NASA)
- Harriet G. Jenkins Predoctoral Fellowship Program (NASA)
- HBCU Historic Preservation Initiative (U.S. Department of Interior)
- HIV/AIDS Orientation & Professional Education Program (Center of Disease Control)
- DoD Technical Assistance Program (U.S. Department of Defense)
- Institute for International Public Policy (U.S. Department of Education)
- International Development Partnerships (U.S. Agency for International Development)
- Learn and Serve America: Higher Education Program (Corporation for National Service)
- NASA Administrator's Fellowship Program (NASA)
- NASA University Research Centers Evaluation (NASA)

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# CURRENT DOD TAP WORKSHOPS

## Developing Winning Proposals

This workshop is an 8 hour hands-on experience. The facilitator concentrates on the grant application process, identifying a funding source; using the web to obtain an application package; preparing for the application process; characteristics of a winning proposal; writing an objective; developing procedures for assessing, documenting, and writing a statement of need; connecting program components with the needs statement; designing an evaluation plan; and, designing a workable budget.

## Fundamentals of Contract Grant Administration

This two-day workshop provides an overview on all aspects of award administration including preparation and internal review of the proposal; negotiation and acceptance of an award; financial and administrative management, closeout and audit.

## Electronic Research Administration

This one-day workshop demonstrates the use of automated tools in researching, submitting and administering contracts, grants, and funding opportunities in the federal and private sector.

## The National Security Education Program (NSEP)

This 4 hour workshop provides an introduction to a foreign language and foreign culture grant and fellowship program for undergraduate and graduate students. The program is designed to expose students to future career opportunities in the area of National Security. Students receive information on the application process and how to successfully compete for an NSEP grant or fellowship. A four-hour workshop is also provided to administrators, and faculty on the institutional funding opportunities available through NSEP.

# 2002 DOD TAP CALENDAR

### National Regional Conference

**February 25-27, 2002**

St. Philip's College  
San Antonio, TX

### Contract/Grant Administration (NCURA)

**March 7-8 2002**

MacCormac College  
Chicago, IL

**April 10-11 2002**

Virginia State University  
Petersburg, VA

### Electronic Research Administration (ERA)

**April 12, 2002**

Virginia State University  
Petersburg, VA

**April 18, 2002**

Grambling State University  
Grambling, LA

**April 25, 2002**

Houston Community College  
Houston, TX

### National Security Education Program (NSEP)

**April 17, 2002**

Grambling State University  
Grambling, LA

### Developing Winning Proposals

**February 25, 2002**

St. Philip's College  
San Antonio, TX

**March 15, 2002**

California State University, LA  
Los Angeles, CA

**April 19, 2002**

Grambling State University  
Grambling, LA

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# HBCU/MI SPOTLIGHT ON DOD OPPORTUNITIES

*An Interview with Ms. Tracey L. Pinson, Director for Small and Disadvantaged Business Utilization Office, Secretary of the Army*



**I**ncreasing the participation of Historically Black Colleges and Universities and Minority Institutions in contracting, research and development, and grant opportunities continues to be a goal of the Department of Defense. The Office of Small and Disadvantaged Business Utilization, Office of the Secretary of the Army, advises the Secretary of the Army and the Army Staff on small business procurement issues and is responsible for the implementation of federal acquisitions programs designed to assist small businesses, including small disadvantaged businesses and women-owned businesses. Additionally, this office manages Historically Black Colleges and Universities and Minority Institutions (HBCU/MI) programs, developing policies and initiatives to enhance their participation in Army funded programs.

The Office of Small and Disadvantaged Business Utilization, under the Secretary of the Army is led by Ms. Tracey L. Pinson. Ms. Pinson was appointed as Director in May 1995 and works diligently to promote small business initiatives and participation in Army-funded programs. When asked what she feels is the biggest future challenge facing HBCU/MIs as it relates to doing business with the Department of Defense, her response was, "HBCU/MIs must maintain relevance through DoD realignment, downsizing, and paradigm shifts. HBCU/MIs must demonstrate how they can help in accomplishing DoD's mission." As it pertains to the Army, this may be accomplished by:

- Learning the Army language and mission
- Becoming knowledgeable of Army core research requirements
- Preparing research papers that directly address identified needs
- Actively seek contracting opportu-

nities at the Major Army Command level

- Meet quarterly with Small Business Officials
- Form partnerships or collaborative relationships with Army prime contractors
- Assign students to summer internships with Army prime contractors
- Use faculty members as consultants to prime contractors
- Host Army acquisition related conferences and meetings on campus
- Increase use of Internet based programs and services to provide current information on research capabilities and current research projects

Another effective tool for HBCU/MIs in promoting contract, and subcontracting opportunities is Educational Partnerships. Educational Partnership Agreements are extremely beneficial because they establish formal working relationships between two parties. Through educational partnerships, the Army identifies sufficient capabilities and infrastructure capacity of colleges and universities to meet program goals. Existing educational partnerships with the Army include, Florida A&M University, Jackson State University and Florida International University. These educational partnerships address specific Army program requirements. Although funds are not placed against Educational Partnership Agreements, such agreements establish the framework upon which future contract and grants may be supported. The Army Research Laboratory, [www.arl.army.mil](http://www.arl.army.mil) has primary responsibility for Educational Partnership Agreements. The Army has also established successful collaborative research efforts at HBCU/MIs. A highly successful program is the High Performance Computing Consortium with the University of Minnesota, Jackson State University, Howard University,

Prairie View A&M and Clark Atlanta University. Collaborations between small institutions produce tremendous symbiotic results based on the varied strengths of each college or university.

In order to strengthen the abilities of Historically Black Colleges and Universities and Minority Institutions to better compete for Department of Defense opportunities, Ms. Pinson recommends that schools "work to get HBCU/MIs designated as "protégés" under the Mentor/Protégé program". The Department of Defense (DoD) Mentor-Protégé (MP) Program was enacted in 1990 (Public Law 101-510) and implemented under the direction of then Senator Sam Nunn and Secretary of Defense William Perry. This program was established to provide incentives for (major) DoD prime contractors (Mentors) to help small disadvantaged businesses (SDBs) and qualified organizations that employ the severely disabled (Protégés) develop technical and business capabilities. The goal of the program is to assist Protégés to successfully compete for prime contract and subcontract awards. Successful Mentor-Protégé agreements provide a winning relationship for the protégé, the mentor and the DoD. According to Ms. Pinson, ... "This program has proven successful for small and disadvantaged businesses and women owned businesses. Teaming HBCU/MIs with prime contractors would enhance research and development capability and infrastructure. Many opportunities and positive results would be realized if HBCU/MIs were permitted to participate in the "mentor/protégé program." This would be another mechanism that would be used for them to engage in partnerships in support of Defense programs.



## COMBATING TERRORISM - REACTION TO SEPTEMBER 11, 2001

**M**any federal agencies are doing their part in providing solutions to provide homeland security. As a result of the terrorist attacks of September 11, 2001, the Department of Defense is leading the effort with several contract/grant opportunities soliciting ideas, concepts, and solutions that will ensure events such as the World Trade Center attacks, the Pentagon attack, and the deadly Pennsylvania crash and events such as these are prevented and eliminated in the future. The Under Secretary of Defense for Acquisition, Technology and Logistics and the Combating Terrorism Technology Support Office Technical Support Working Group are jointly sponsoring a Broad Agency Announcement (BAA) asking for help in fighting terrorism.

The BAA, issued Oct. 23, 2001 (No. 02-Q-4655), specifically seeks help in combating terrorism, defeating difficult targets, conducting protracted operations in remote areas, and developing countermeasures to weapons of mass destruction. Its objective is to find concepts that can be developed and fielded within 12 to 18 months.

In an attempt to maximize participation of Small Businesses and Historically Black Colleges and

Universities (HBCU) and other Minority Institutions (MIs), a goal of 2.5% of total dollars awarded under the listed mission areas will be set-aside for HBCU/MI and a goal of 2.5% of total dollars awarded under the listed mission areas will be set-aside for small business for a total goal of 5%. The Government encourages nonprofit organizations, educational institutions, small businesses, small disadvantaged business concerns, and HBCU/MIs, as well as large businesses and Government laboratories to submit research proposals for consideration.

The BAA provides for a three-phase process in which interested parties initially submitted a one-page description of their concept. Initial responses were due by Dec. 23, 2001. After a review of a submission and if DoD is interested in further information, the submitter will then be asked to provide a more detailed description of up to 12 pages of the idea. Submitters of concepts that the department is not interested in pursuing further will also be notified.

Interested parties may obtain more information concerning this BAA by visiting <http://www.bids.tswg.gov/>.

### UPDATE ON COUNTER TERRORISM BROAD AGENCY ANNOUNCEMENT:

Submission evaluations are underway for Broad Agency announcement, 02-Q-4655; however, a tremendous response (over 12,000 ideas) was received. Submitters are asked to be patient while the technical team reviews each submission. Officials are working to quickly provide notice of submission status; however, this may take more than the expected 45 to 60 day turn-around time.

If you missed this BAA be aware that there will be two new BAAs released in March 2002. Consult <http://www.bids.tswg.gov/> for future BAA releases.

For further information on Combating Terrorism consult The Technical Support Working Group (TSWG) at [www.tswg.gov](http://www.tswg.gov). The TSWG's mission is to provide for the rapid research, development and prototyping of new technology for the National Research and Development Program for Combating Terrorism. This site is designed to provide information about technology and commercial opportunities for developers, provide information about product availability for federal state, and local user communities, and provide project information to technical team members.

## Department of Defense HBCU/MI Technical Assistance Conference "Making DoD Opportunities Work For You"

The Department of Defense Office of Small and Disadvantaged Business Utilization is pleased to announce the annual Department of Defense Historically Black Colleges and Universities/ Minority Institutions (HBCU/MI) Technical Assistance conference to be held February 25-27, 2002 at the historic Sheraton Gunter Hotel, San Antonio, Texas. The Conference will be co-hosted by St. Philip's College.

**Conference sessions will cover:**

- ◆ Opportunities in the Army, Navy and Air Force
- ◆ Broad Agency Announcements - Combating Terrorism
- ◆ Land, Building, Real Estate Acquisition, DoD Surplus Property

Hotel Information: Sheraton Gunter Hotel (Technical Assistance Workshop)  
205 E Houston St. San Antonio, TX 78205  
Toll Free (888) 999-2089  
Telephone: (210) 227-3299 Fax: (210) 227-3299

Further Information may be found at: [www.uncfsp.org/idap](http://www.uncfsp.org/idap)

### History of St. Philip's College

St. Philip's College was founded in 1898 by Bishop James Steptoe Johnson of St. Philip's Episcopal Church of the West Texas Diocese. The school opened on March 1, 1898, and began as a sewing class for girls with fewer than 20 students in a house located in the area known today as the historic La Villita area in downtown San Antonio.

In September, 1902, Miss Artemisia Bowden, a teacher and daughter of a former slave, assumed leadership of the school. Under the direction of Miss Bowden, over the ensuing 52 years, St. Philip's underwent monumental transformation, evolving from parochial day school to industrial school to a fully accredited two-year college offering a diverse curriculum.

Change came in 1945 when St. Philip's College and San Antonio College formed the San Antonio Union Junior College District and again in 1987 when St. Philip's evolved into an entity that serves students as well as business and industry as a hub for technical training programs.

Today, St. Philip's College remains a multi-campus institution of the Alamo Community College District, joining three other colleges - San Antonio College, Palo Alto College and Northwest Vista College - in meeting the educational needs of San Antonio's growing and diverse community. A Historically Black College and Hispanic Serving Institution with a semester enrollment of over 8,000, St. Philip's is among the oldest and most diverse community colleges in the nation and one of the fastest growing in Texas.

# HBCU/MI SUCCESSES

## Claflin University, South Carolina Center for Biotechnology Unlocking the Mystery – Prostate Cancer Research

**W**hy are African American men, after 10 to 20 generations in the U.S. twice as likely to develop cancer of the prostate as Caucasian Americans, while South African Blacks are 10 to 30 times less likely to develop prostatic cancer than their American distant cousins and 2 to 10 times less likely than African Whites, who may be presumed to have a mixed European ancestry somewhat similar to that of White Americans? Omar Bagasra, MD, PhD and Professor of Biology, and Director of the South Carolina Center For Biotechnology at Claflin University is the Principal Investigator in a major research project awarded to Claflin University to study this phenomena. Dr. Bagasra submitted the research proposal requesting \$800,000 and was successful in receiving funding from the United States Army Medical Research and Medical Command, Congressionally Directed Medical Research Program.

In July 2001, Dr. Bagasra arrived at Claflin University in order to start the South Carolina Center for Biotechnology, the first such center at any Historically Black College & University (HBCU) in the country. The University Board of Trustees has officially approved the center and recruitment of faculty and develop-

ment of courses is progressing. The Center is initiating a major in Biotechnology and Bioinformatics in the coming Academic year and anticipates that a Masters in Biotechnology will begin in Spring of 2003. Since his arrival at Claflin, Dr. Bagasra has expanded opportunities for clinical collaborations and molecular medicine research while expanding his leadership role in the training of young



African Americans and other minorities of scientific research. Because of this funding from the Department of the Army, Claflin will be able to pursue one of Dr. Bagasra's early research efforts and answer the question, "Are there any consistent differences in the expression of significant genes or proteins in the prostate cancers taken from African Americans versus those from White Americans?" A study of the genes and proteins which influence the expression of any gene confirmed to be disparately expressed might lead to the identification of one or more environmental or living pattern factors worthy of epidemiologi-

cal research for its potential relationship to the incidence or progression of prostate cancer in American Blacks, Whites or other groups.

"In this research project, it is my goal to test this hypothesis by analyzing prostate cancer tissues for the expression of mRNAs that code for various zinc transporter proteins. I and my students, post doctoral fellows, and other trainees will also measure intracellular zinc levels and the location of zinc inside the various cell types that make up the cancer and normal prostate tissues. In addition, we will examine in a few specimens, the gene sequences of zinc transporters and their promoters, which presumably regulate the degree of expression of these genes. Moreover, we will measure the zinc, testosterone and prolactin levels in the blood samples of over 2,000 individuals from all major races, to evaluate these substances in African American versus Caucasians. If a direct or environmental link between Zinc transport and prostate cancer can be established, then a special nutritional formula, medication or other intervention might be especially designed to test the ability to decrease the incidence of this disease in African Americans. Such an intervention, if successful, might be useful for persons of all population groups."



# One Teams With No Borders At Our Common Table

**G**reensboro, NC: The Office of Naval Research and North Carolina Agricultural and Technical State University have collaborated on composite materials research since 1985, growing a cadre of technology available to the Navy and building a successful research center at A&T.

The latest project to result from this relationship is an A&T-led effort to develop alternative materials and manufacturing technology to be used in the construction of lighter and quicker ships that are less expensive to build and maintain and can more easily escape enemy detection. The study was funded \$1.22 million from the Office of Naval Research.

The research is centered at A&T's Center for Composite Materials Research (CCMR), which is led by Dr. Kunigal Shivakumar, a professor in A&T's Department of Mechanical Engineering.

"Military forces are increasing their reliance on naval vessels to fight wars and terrorism in hostile areas," said Shivakumar. "Because of the importance of these ships, the government places a high priority on making them as effective and efficient as possible. We are contributing to this effort by researching a manufacturing process to create a stronger and lighter material for use in ship construction."

The goal of the research is improving vacuum-assisted resin transfer molding (VARTM) processing of laminated and sandwich composites, and then applying those improvements to fiber and core systems involved in ship building.

Researchers will then test the performance of these systems produced using the improved VARTM process under various loading conditions.

Clark Atlanta University is also involved in the project, which receives feedback from the U.S. Navy's Naval Surface Warfare Center's Carderock Division and two companies involved in shipbuilding, Bath Iron Works and Ingalls.

The A&T Center for Composite Materials Research itself is a direct result of earlier ONR investments, says Dr. Vishu S. Awra, the Center's first director, who is now retired.

"Without the initial and constant support of ONR, the CCMR would not have been possible, let alone be able to perform at the level it currently is," Awva said during a recent A&T-sponsored event to launch the new ship material project. Awva listed three ONR projects, dating back to 1985, related to the development of CCMR. All involved collaboration with other top research institutions and opportunities for A&T to enhance its capacity in composite materials research.

The Center for Composite Materials Research was founded at A&T in 1988 as the university's first research center. Currently, the center includes three laboratories with a combined area of 7,240 square feet. Eight faculty and nine students participate in its activities.

"The market for light-weight, high-performance materials is wide open," said Shivakumar. "Manufacturers, consumers and the government all want technology that is convenient, dependable and affordable."

That demand is fueling a \$24 billion per year industry, said Shivakumar.

3TEX, a North Carolina company that manufactures industrial textiles and produces a type of personal body armor called 3Weave, has

collaborated on research efforts with A&T for more than two years, as a result of CCMR's success. 3TEX is considering the resin transfer molding process to manufacture pistons for use in internal combustion engines.

A&T is using another ONR grant to develop a digital processing laboratory which will enable students and others away from A&T's campus to see manufacturing and research demonstrations via the Web and other media. The lab will be key to a new partnership with Isothermal Community College, located in Spindale, North Carolina, to conduct training in composite materials.

Beyond composite materials, A&T researchers are using ONR sponsorship to conduct research in areas such as the performance of cranes and other load-carrying equipment, and to support the EMPACC (Engineering, Mathematics, Physics and Chemistry Coalition) Scholars Program and the Office of Naval Research Fellowship Program.

"The development of carbon-carbon technology supported by ONR led to one of the university's first National Science Foundation Partnerships for Innovation grants, which helped us to establish a working relationship with the NASA Glenn Research Center, 3TEX and General Electric Aircraft Engines, among others," said Dr. Earnestine Psalmonds, Vice Chancellor for Research at A&T. "The sustained investments by, and close collaboration with ONR have enabled us not only to build the capacity of our research programs, but also helped us develop into a valuable national resource."

For more information, please contact Dr. Earnestine Psalmonds, NC A&T State University (336) 334-7995.

## Florida International University Supports Operation Enduring Freedom

In a unique collaboration between the U.S. Military and an academic institution, Florida International University in Miami, an HBCU/MI, is helping in the war against terrorism.

Comprising component commands from all four armed services, US Central Command (USCENTCOM) at MacDill AFB is one of nine Unified Combatant Commands assigned operational control of U.S. combat forces. Its area of responsibility includes 25 nations throughout the Horn of Africa, South and Central Asia, Northern Red Sea regions, the Arabian Peninsula, and Iraq. USCENTCOM is headquarters to the war in Afghanistan.

At the heart of USCENTCOM's military operations is a sophisticated telecommunications system that spans the globe. These systems serve as the nerve center between command station at headquarters and the US forces in the field. Supporting such an advanced and complex system is a daunting task. That's where FIU comes in.

Supporting USCENTCOM's Computers, Communications, Command and Control (C4I) division, which provides for the planners of military operations in Afghanistan, is the job of the Tampa Site Office of FIU's Hemispheric Center for Environmental Technology. Serving as the "helpdesk" for the more than 3,000 users, the Tampa Site Office is responsible for the network administration, computer maintenance and user support of all personnel. FIU also serves as the asset manager for all USCENTCOM's telecommunications equipment, which includes computers, peripherals,

telephones, and audiovisual equipment, used both at the HQ and deployed overseas. Now in its second successful year of operation, this partnership represents a landmark association between DOD and an HBCU/MI.

A predominantly minority-serving institution (FIU's student population is 66% minority), FIU graduates more Hispanics than any other institution in the country, and ranks third among producers of minority graduates. FIU has attained Carnegie Doctoral/Research University-Extensive status, the youngest university to do so, placing it in the top 3.8 percent of the nation's leading universities. FIU's other research activities for DOD cover a broad range of areas including materials selection for aircraft and missiles, distributed systems engineering, high-performance database, remote surveillance, signals processing and analysis, ocean acoustics, heat pipes applications, electronics cooling, turbines in aeropropulsion, and many other leading edge research activities.

FIU's Hemispheric Center for Environmental Technology (FIU-HCET), regarded as the "commercial arm" of the university, acts as the coordinating agent between the University's broad range of skills and their commercial and

governmental partners. FIU-HCET's primary services focus on information technology, the

environment, and energy, and has been supporting the US government

since its inception in 1995. FIU-

HCET also has the distinction of

being the only fully ISO 14001 certified university organization in the country. For

additional information please contact Dr. Ali

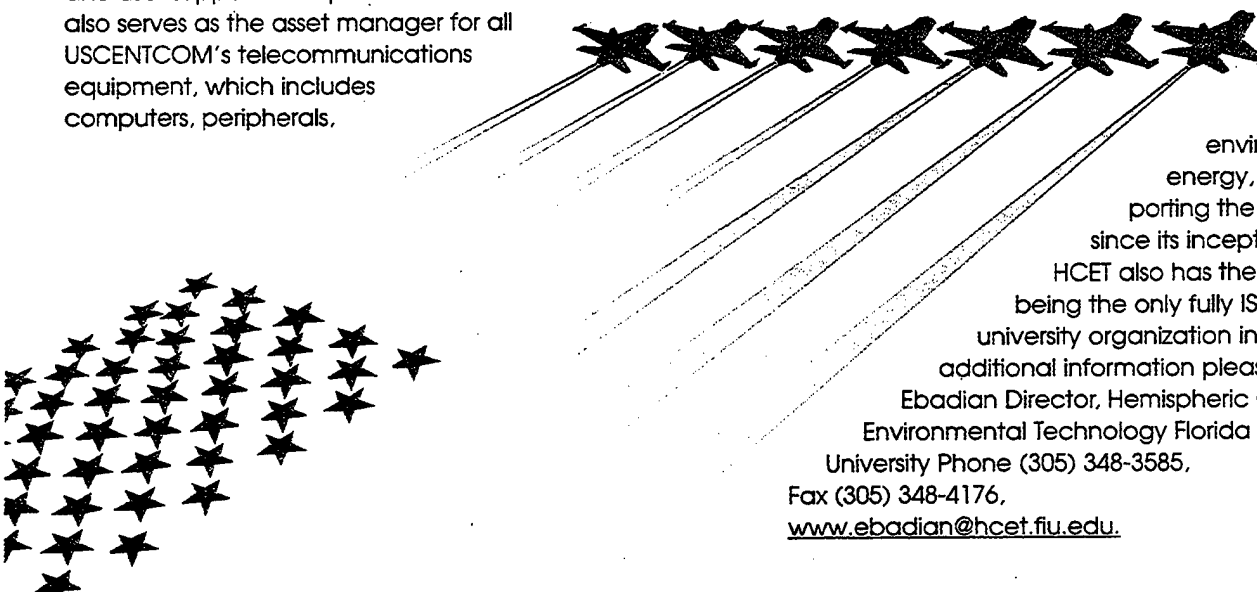
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# Tribal Colleges Succeed in Support from Federal Agencies

Department of Defense Awards Tribal Colleges \$2.75 Million

The United States Department of Defense has awarded a total of \$2.75-million in grants to 17 tribal colleges. These grants issued by the Army Research Office (ARO) on behalf of the Deputy Under Secretary of Defense For Science and Technology, seek to enhance programs and capabilities at Native American institutions through the acquisition of basic science laboratory and computer equipment as well as renovation of facilities to accommodate such equipment. All awards were based on merit competition. Each institution submitting proposals offered accredited degree - or certificate-granting programs. The awards ranging from \$53,000 to \$200,000 will enhance academic capabilities among the tribal institutions and encourage Native American students to pursue higher education, particularly in the areas of science, engineering and/or mathematics. Institutions and their principal investigator include:

College of Menominee Nation in Keshena, Wis.,  
Holly Youngbear-Tibbets

Crownpoint Institute of Technology in New Mexico;  
Leon J. Porter

Dine College in Tsaile, Ariz;  
Steve C. Schultz

Dull Knife Memorial College in Lame Deer, Mont;  
Jerred J. Seveyka

Fond du Lac Tribal and Community College in Cloquet, Minn,  
Loran J. Wappes

Fort Belknap College in Harlem, Mont,  
Elizabeth McCain

Institute of American Indian and Alaskan Arts and Culture in Santa Fe, New Mexico,  
Richard Tobin

Lac Courte Oreilles Ojibwa Community College in Hayward, Wis,  
Pam Fitzgerald

Little Priest Tribal College in Winnebago, Neb,  
Dell Stallwood

Northwest Indian College in Bellingham, Wash.,  
Marty A. Riche

Oglala Lakota College in Kyle, S.D.,  
John Haas

Salish Kootenai College in Pablo, Mont.,  
Douglas K. Stevens

Sisseton Wahpeton Community College in Sisseton, S.D.,  
Elden Lawrence

Sitting Bull College in Fort Yates, N.D.,  
Gary A. Halvorson

Southwestern Indian Polytechnic Institute in Albuquerque, N.M.,  
Ronald F. Hooks

Turtle Mountain Community College in Belcourt, N.D.,  
Scott M. Hanson

White Earth Tribal and Community College in Mahanomen, Minn.,  
Helen Klassen

## Community Development Financial Institutions (CDFI) Fund Launches the Native American CDFI Technical Assistance (NACTA) Component

In an effort to provide greater access to capital on Tribal lands, the U.S. Department of the Treasury's CDFI Fund is making \$5 million available for Technical Assistance and Training programs for Native American and Alaska Native communities. The \$5 million set-aside was appropriated to the Fund in FY 2001, and will be allocated as follows: \$3.5 million in TA grants (NACTA) and \$1.5 million for the development of a training program. Deadline for applications is January 24, 2002. Additional information may be found at the CDFI Fund's website at [www.treas.gov/cdfi](http://www.treas.gov/cdfi). See reference to the Native American Program.

# Internet Resources

[http://www2.brlrc.com/amc/hbcu\\_mi/](http://www2.brlrc.com/amc/hbcu_mi/) The United States Army Material Command (AMC) website, provides HBCU/MI customers information about business and educational opportunities in AMC and the U.S. Army.

<http://selftoairforce.org/> The Air Force Small Business ONLINE website, provides opportunities and information concerning Small Business and HBCU/MI initiatives.

<http://www.dtic.mil/dtic/hbcuresources.html> The Defense Technical Information Center (DTIC) website provides HBCU/MI resources on joint projects, Science and Engineering Alliance (SEA) and reference tools for varied programs.

The Infrastructure Support Program for Historically Black Colleges and Universities and Minority Universities provides instrumentation and research support for HBCU/MIs. This program aims to enhance education and research capabilities in scientific and engineering disciplines critical to the national security functions of DoD.

Army Research Office (ARO): <http://www.aro.army.mil> Select "Annual BAA"

Office of Naval Research: <http://www.onr.navy.mil> Select "Science & Technology"

Air Force Office of Scientific Research (AFOSR): <http://www.afosr.af.mil> Select "Research Opportunities"

<http://onrfellowship.ncat.edu> Office of Navy Research Historically Black Engineering Colleges (HBEC) Future Faculty Fellowship Program, designed to develop and attract qualified engineering faculty to HBCUs with engineering programs. Application must be postmarked by March 3, 2002

<http://www.ehr.nsf.gov/EHR/HRD/tcup.asp> Tribal Colleges and University Program, promotes sustainable improvements of undergraduate science, mathematics, engineering and technology (SMET) instructional and outreach programs emphasizing information technologies at Tribal Colleges and Universities, Alaskan Native-serving institutions and Native Hawaiian-serving institutions. (Deadline to be announced Spring 2002)

<http://cdmrp.army.mil> The U.S. Army Medical Research and Materiel Command Office of Congressionally Directed Research has announced three programs authorized in the Fiscal Year 2002 (FY02) Defense Appropriations Act. These programs include:

- The Department of Defense Breast Cancer Research Program for Fiscal Year 2002, \$150 million to support innovative research directed toward the eradication of breast cancer. Announcement I is anticipated February 2002 with a pre-proposal submission due by April 3, 2002. Announcement II is anticipated for March 2002 with receipt of proposals due in June in 2002.
- The Department of Defense Neurofibromatosis Research Program for Fiscal Year 2002, \$21 million to support innovative research directed toward decreasing the impact of neurofibromatosis 1(NF1) and NF2. Program Announcement is anticipated March 2002, with receipt of proposals due in June 2002.
- The Department of Defense Ovarian Cancer Research Program. \$10.2 million to support innovative research directed toward eliminating ovarian cancer. Release of the Program Announcement is anticipated for March 2002 with receipt of proposals due in June 2002.

<http://www.ed.gov/offices/OPE/hbcu/> The White House Initiative on Historically Black Colleges and universities exists to strengthen the capacity of historically black colleges and universities (HBCUs) and to provide excellence in education.

<http://.uky.edu/Projects/GrantWriting/> The University of Kentucky/National Institute of General Medical Sciences Internet-based Grant Writing Course, an interactive grant writing course for faculty at minority-serving institutions, providing an innovative way to learn the essentials of writing successful National Institute of Health proposals.

<http://content.sciencewise.com/molis/> The Minority On-Line Information Service (MOLIS) is a one-stop source of in-depth information about the research educational capabilities of participating Historically Black Colleges and Universities, Hispanic-Serving Institutions, Tribal Colleges and Universities and Minority Postsecondary Institutions. MOLIS provides information on the minority institutions' research centers, research interests and capabilities, facilities, equipment, faculty profiles, statistics, number of degrees awarded and enrollment figures, scholarship and fellowship information, and federal opportunity information. Faculty and staff may register for a FREE 1 year subscription to the MOLIS sponsored fundingALERT service.

**APPENDIX G**

**BIBLIOGRAPHY OF EMPLOYEES, CONSULTANTS AND SUBCONTRACTORS**

**MAY 1, 1998 – APRIL 30, 2003**



## **BIBLIOGRAPHY OF EMPLOYEES, CONSULTANTS AND SUBCONTRACTORS**

**MAY 1, 1998 – APRIL 30, 2003**

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Hispanic Association of Colleges and  
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Management Advisory Group (MAG)  
National Association for Equal  
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Do you have an article, success story or opportunity to share? We welcome input for future issues. Input should be submitted by email or on disk in time to meet the publication schedule. Send articles, article ideas and feedback to Paula Dickerson, (202) 205-7643, [paula.dickerson@uncfsp.org](mailto:paula.dickerson@uncfsp.org). All submissions should be double-spaced and should include any supporting graphics. Submissions are subject to editing.

## PUBLICATION SCHEDULE

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